



Critical Thinking For Effective Outcomes

***“ The Procurement process itself is a weapon of war
no less significant than the guns, the airplanes and the rockets
turned***

out by the arsenal of democracy”

- I.B. Holley

**Lt Col Jeff “Hambone”
Hamblin**

DAU Acquisition Center Fellow

Why are We Here?

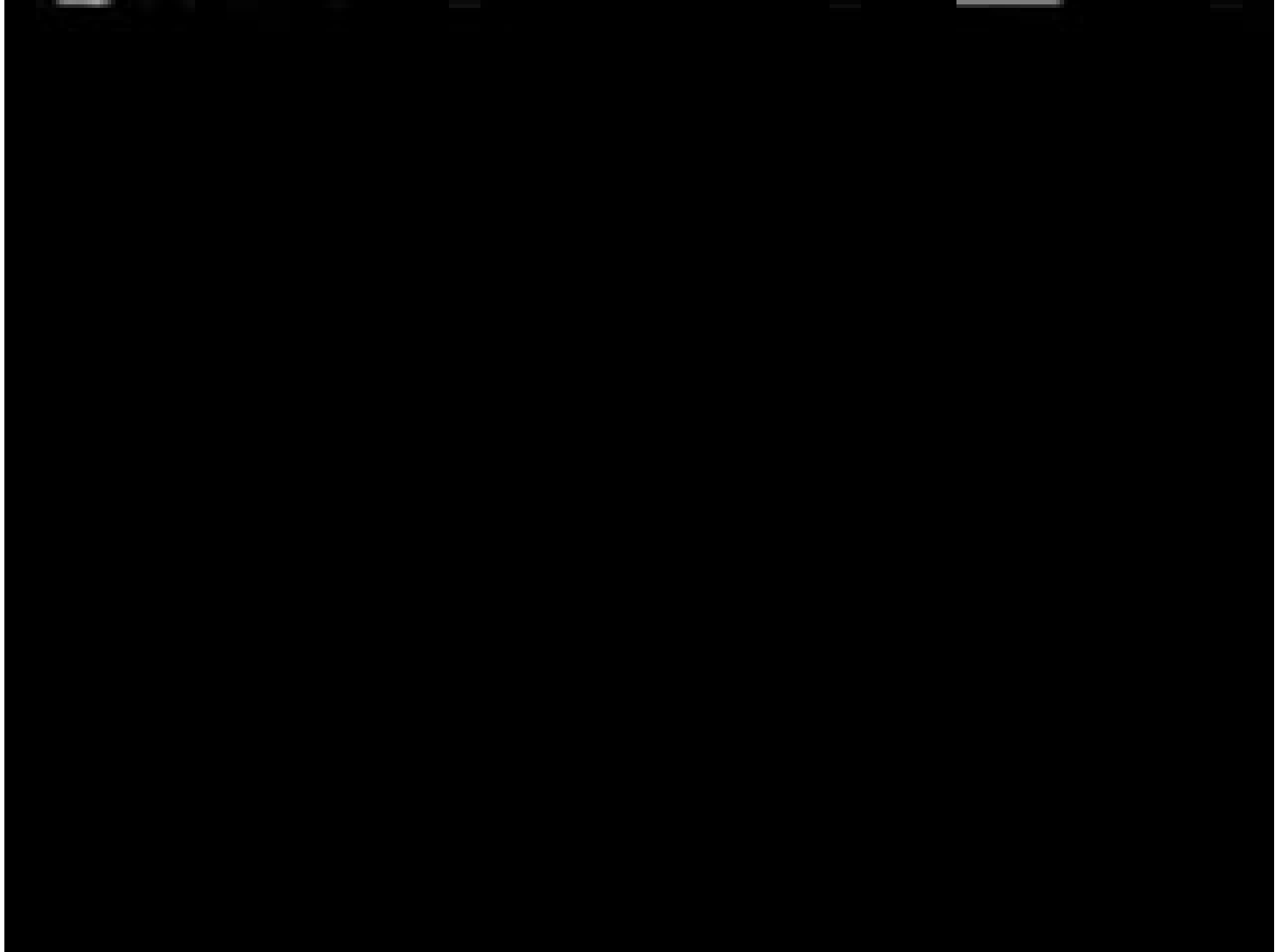
- **Discuss critical thinking strategies for effective Acq outcomes**
- **Discuss how to build effective critical thinking organizations**
 - **Leadership**
 - **Change the Culture**
 - **Take Action**
- **Provide examples of how other organizations/leaders have addressed the need for more critical thinking within their ranks**

“Our entire national security community needs to stimulate new critical thinking and research on how we maintain our technological dominance” -Mr. Kendall Aug 5 2014

Disclaimer

- There are no copyrights on good leadership and management techniques
.....most of this is stuff I stole from those I worked for/with
- What works for me
.....won't necessarily work for you
- Don't try and be someone you're not! (Steve Jobs, Einstein)
 - Figure out how to adapt the tools to best match your style
 - Know yourself! What are your strengths and your weaknesses?

Escalator Video



Our Challenge



More Complexity

More Requirements

Less People

More Regulations

More Policy's

Wartime Urgency



Better Tools

More Opportunities



Critical Thinking...Why Now?

Warfighter Concerns:

- **Ability to react at the pace of changing warfighter requirements**
 - Lack of confidence to try new approaches or innovate
 - Few rewards for unconventional/Critical Thinking
- **Services adding not removing layers, processes, and diversions**
- **Ability to attract/retain the right talent**
 - Unprecedented frustration levels within the Acquisition Corps
- **Prioritizing process management over program leadership and rewarding process adherence not output**

In the Past: The DoD acquisition education system is not designed to develop critical thinkers; it is designed to develop process experts - Mr. Frisbee & Mr. Reynolds Sept 2014

Critical Thinking + Leadership = Program Survival / Success

“The first responsibility of the Acq Workforce is to think”-Mr. Kendal

“NO BECAUSE”

AFMC/LCMC Reorg

DFARS

Cost

Congress

Acq Demo

CPARS

Overruns

WAWF

Schedule

ADDM

New Laws

ATAAPS

Data Rights

SPP

GMSC

1203

Small Business “Advocates”

IA



DTS

3hr Monday Staff Meetings

MICP

Action Plan

CMNS

Generals Good Idea of the Day

FDO

SSEB

Gov Unions

Budget

GAO Inquiry

POM

Sequestration

Critical Thinking Is a Force Enabler

Critical Thinking Leadership

Making a Difference

- Establish a 'Critical Thinking Acquisition' mindset
 - Yes If...Not No Because
- Bring Critical Thinking Energy to your organization and the job
 - Always about the people...learn from failures, encourage risk taking
- Build Change Tolerance
 - You must build an organization that can absorb / accept change
- Be Bold – Try New Approaches and look for Root Causes
 - Focus on Product over Process
 - Drive for rapid solutions over perfect solutions
- People think differently-Embrace different styles of problem solving
- Be accessible with informal and formal feedback loops
 - If people aren't bringing you problems, they either have lost confidence in you or they believe you don't care (Colin Powell)

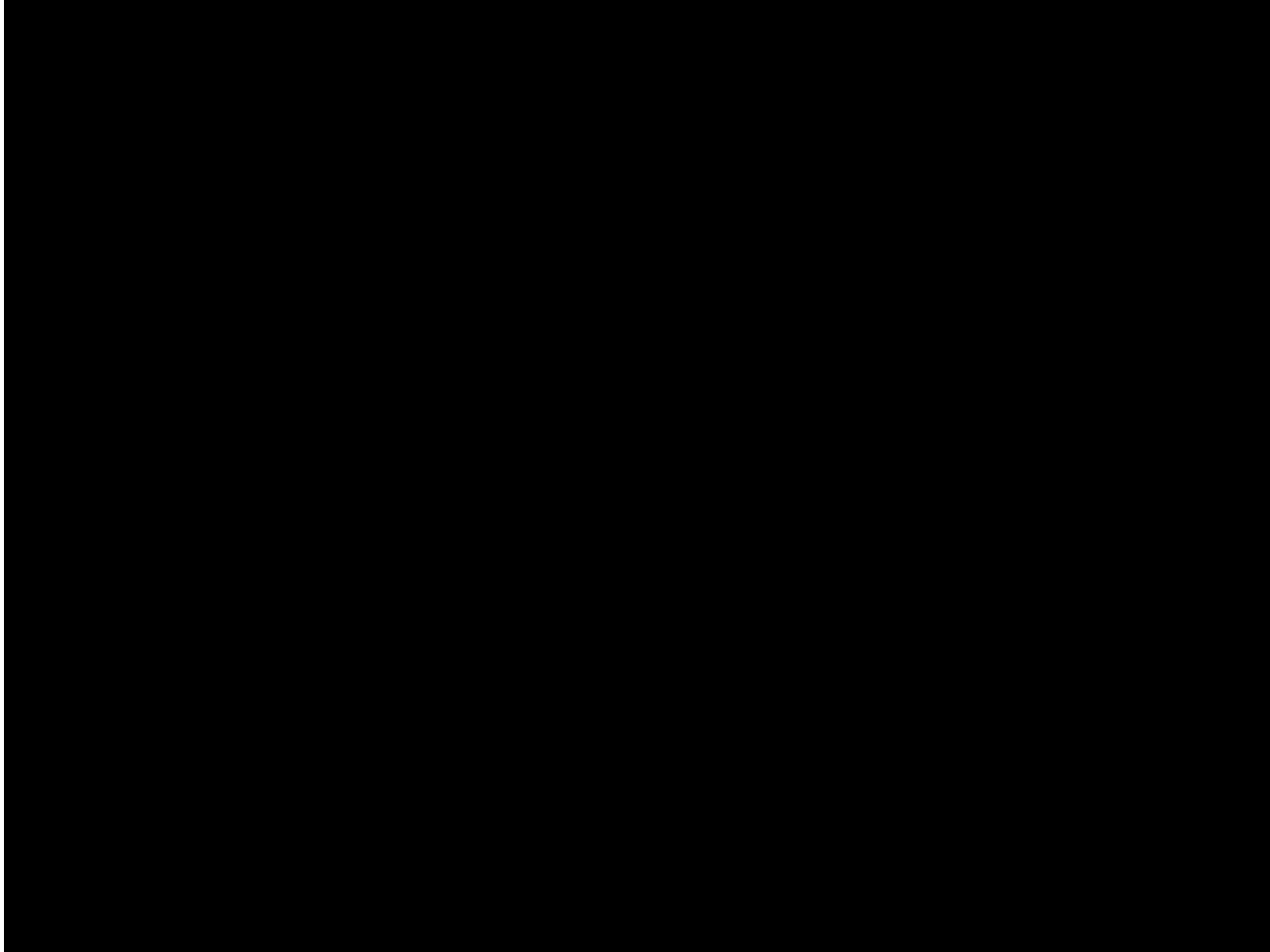
CHALLENGE YOURSELF

Be a **continual**
work in process



- *As a Leader: Understand you don't have to be the smartest person in the room!*
- *Embrace and listen to New Voices*
- *Accept you can be wrong and that others might have*

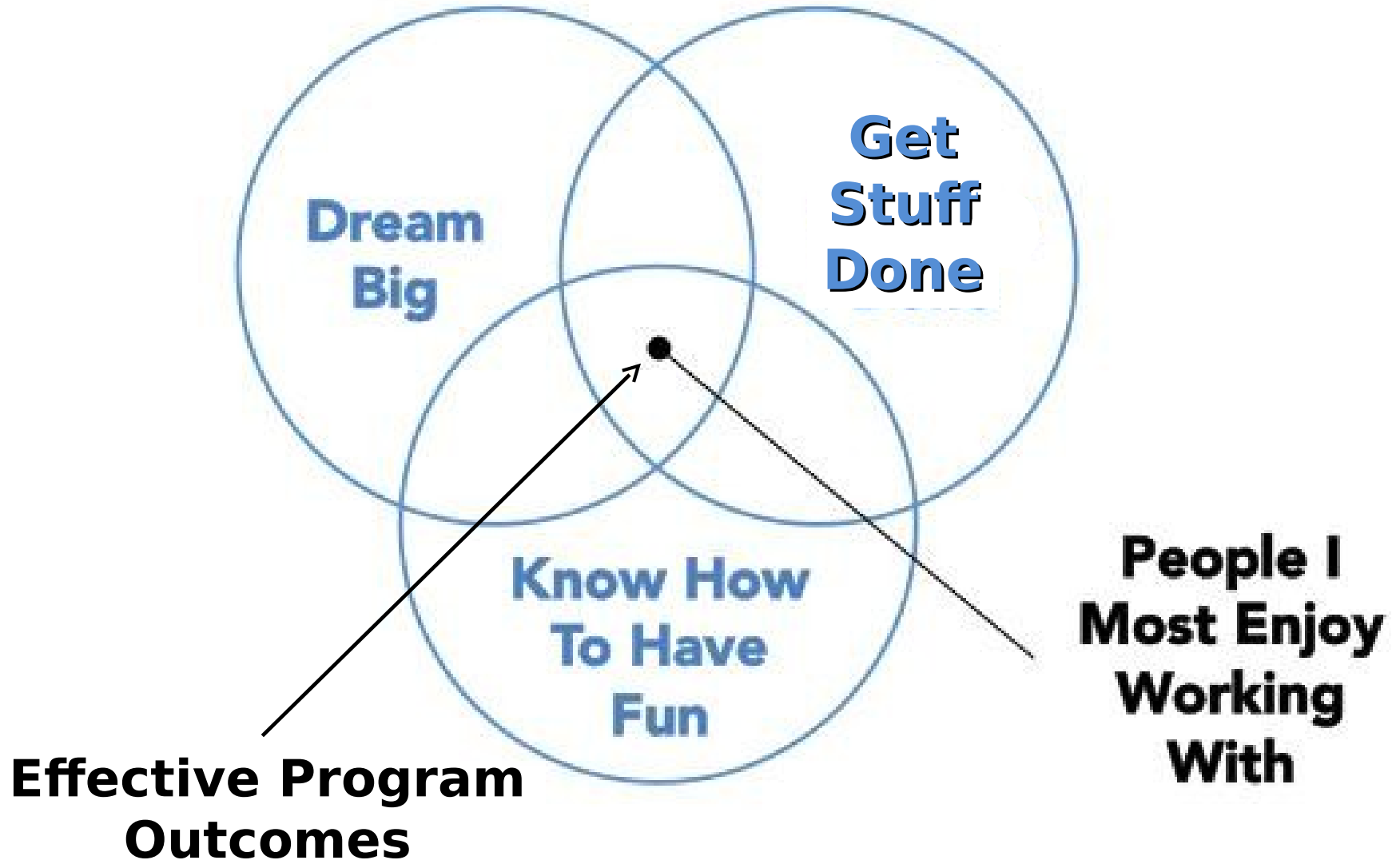
“First Follower” Video





“The Book” Answer to Effective Critical Thinkers !

Really Effective Critical Thinkers !





GOOD
REBELS
VS
BAD
REBELS

crazy ei8hts 8



**FALL
DOWN
SEVEN
TIMES
GET UP
EIGHT**

crazy ei8hts 8



**BAD
REBELS**

Complain
Me-focused

**break
RULES**

alienate

DOUBT

Energy-sapping

**GOOD
REBELS**

CREATE

Mission-focused

**CHANGE
rules**

ATTRACT

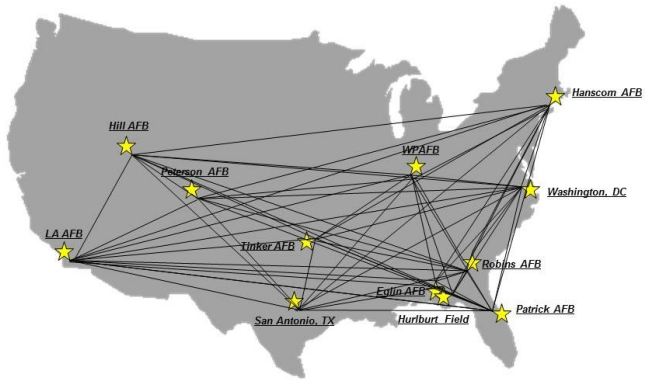
believe

Energy-generating

Passion



Revolutionary Acquisitions Techniques Procedures and Collaboration (RATPAC) (WEPTAC for Acquirers)



- Junior Officer answer to Mr. Kendal BBP challenge
- View Problems from all vantage points
- Empowers Junior Acquisition Force
- Share Acquisition Lessons Learned
- Innovative acquisition approaches
- CRADA, Combat Demo, etc
- Challenge and Empower /Critical Thinkers

Building an Acquisition Network



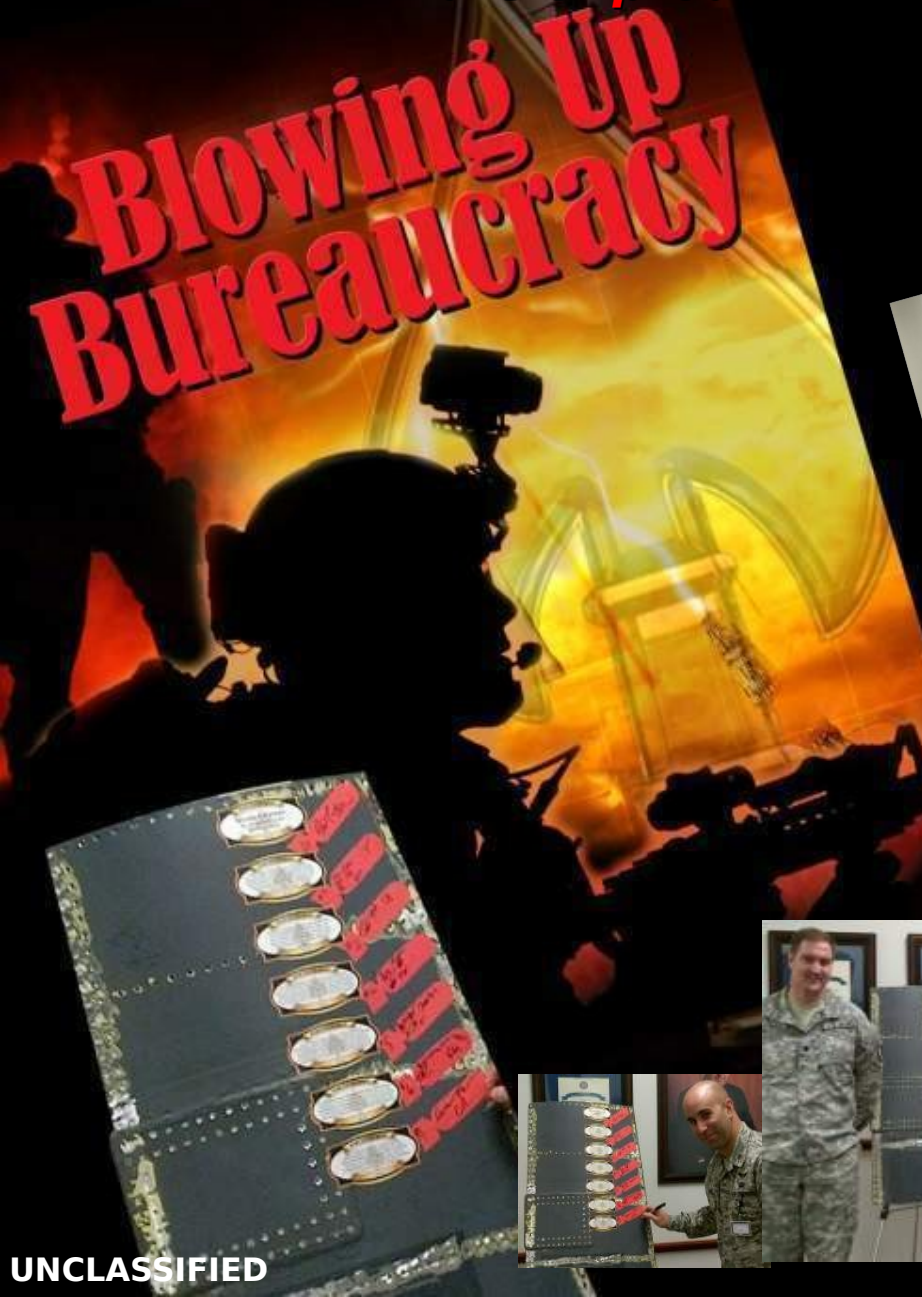
Changing the Culture...Forging a New Mentality

GHOST Program

USAF PM's Build ...then deploy with their programs



Better Buying Power -2.0
Eliminate Unproductive Processes and Bureaucracy



UNCLASSIFIED

Rewarding Critical Thinking

**LACK OF RESOURCES
DEMANDS THAT WE THINK OF
NEW WAYS OF DOING THINGS**



**Do Not Fear Failure
and Try New Things!**



Critical Thinking

BE THE CHANGE!

- Leadership
- Change the Culture
- Take Action



Acq Demo

CPARS

AFMC/LCMC
Reorg

"NO BECAUSE"

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OSD Policy

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1208

Small Business "Advocates"

DTS

100% Solution

OSD Legal

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Cost

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3hr Monday Staff Meetings

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GAO
Inquiry

Gov Unions

How to Find Me if I Can Ever Help



Lt Col Jeff Hamblin

Jeffrey.hamblin@us.af.mil
850-543-4249

Back Up Charts



**"Some people, Remson, are born to push the envelope,
and some are born to lick it."**

~~Impossible~~ e!

- Remove unnecessary rules or steps

- Stop generating useless reports

- Cancel unproductive meetings

- Prune extraneous processes

- Divest to reinvest

- Pilot new ideas

CHALLENGE EVERYTHING

The Difficulty Of Critical Thinking

And let it be noted that there is no more delicate matter to take in hand, nor more dangerous to conduct, nor more doubtful in its success, than to set up as the leader in the introduction of changes.

For he who innovates will have for his enemies all those who are well off under the existing order of things, and only lukewarm supporters in those who might be better off under the new."

**Niccolò Machiavelli
The Prince**